REQUEST FOR INFORMATION
SAVANNAH RIVER SITE

SAVANNAH RIVER OPERATIONS OFFICE

SAVANNAH RIVER SITE, SOUTH CAROLINA

I. OBJECTIVE FOR THE REQUEST FOR INFORMATION (RFI)

The U.S. Department of Energy (DOE) Savannah River Operations Office (SR) is seeking industry input as it begins to develop an integrated acquisition approach for the Savannah River Site (SRS).

This *Request for Information Document* has been prepared to support information exchanges with industry consistent with the Federal Acquisition Regulation (FAR §15.201). Senior DOE Headquarters and SRS program and business officials desire to meet with their industry stakeholder counterparts to explore various key acquisition drivers (see Section IV of this RFI) with interested parties (potential offerors) during the early stages of acquisition strategy development so as to enhance competition, improve understanding of the government requirements, and obtain early identification of industry issues/concerns. The pre-solicitation exchanges will be conducted as one-on-one meetings with industry using the process described in Section V below. In preparation for the one-on-one meetings, DOE also intends to conduct a general information session on July 6, 2005, in Aiken, SC, specifically targeted for participants in the upcoming pre-solicitation exchanges. This briefing is designed to provide a framework of general procurement and site descriptive information to be used by participants as a prelude to their participation in the pre-solicitation exchanges.

This *Request for Information* is not a Request for Proposals.

II. GENERAL INFORMATION

Programmatic Objectives:

SRS has three key missions. These include the Environmental Management (EM) Cleanup Project, the National Nuclear Security Administration (NNSA) missions, and the operation of the Savannah River National Laboratory (SRNL). These missions have three major objectives: safe work performance that delivers real results, protection of human health and the environment, and effective use and stewardship of Federal resources.

Environmental Management:

The life-cycle cost to complete the EM work at SRS is estimated at $20 Billion over the next 20 years and includes the following major activities:

- disposition of legacy nuclear materials (including the proposed vitrification of excess plutonium) and spent nuclear fuel in current and planned facilities;
- deactivation and decommissioning of surplus facilities including reactor and ‘canyon’ facilities;

- remediation of waste sites, including burial grounds, liquid waste discharge sites, and groundwater;
- operation of solid waste disposal facilities;
- operation and ultimate closure of the liquid waste storage tanks and the supporting infrastructure for tank waste storage, retrieval, treatment and disposition (including the assumption of operation of the Salt Waste Processing Facility following its construction and initial one year operating period);
- operation of the Defense Waste Processing Facility and the ultimate shipment of the resulting canisters to the Federal Repository, and;
- operation, maintenance, and curtailment of site infrastructure and support services, including water, power, sanitary waste, and related miscellaneous systems and services.

National Nuclear Security Administration:

The NNSA life-cycle program includes the following major activities:

- operation of the tritium separations and loading facilities to meet the nuclear weapons stockpile requirements for at least the next 40 years;
- completion of the Plutonium Disposition Program (comprised of the Pit Disassembly and Conversion Facility and the Mixed Oxide Fuel Fabrication Facility) to include the recovery and disposition of surplus weapon-usable plutonium;
- return of Foreign Research Reactor fuel;
- disposition of Highly Enriched Uranium surplus to defense needs, and;
- support for the Office of Defense Nuclear Nonproliferation mission to "Detect, prevent, and reverse the proliferation of weapons of mass destruction, worldwide."

Savannah River National Laboratory:

The SRNL, as a designated National Laboratory, is expected to be an enduring laboratory. The SRNL mission includes the following major activities:

- meet the science and technology needs of the EM and NNSA programs at SR;
- explore further development/improvement of regional and national relationships with industry, universities and state governments to enhance programs at the lab; and
- apply the results of government and industry sponsored research and development to national problems.

Existing Contract Structure:

SRS activities are currently being performed under four major contracts:

- Site Management and Operations (Westinghouse Savannah River Company LLC);
- Site Security Services (Wackenhut Services, Inc.);
- Salt Waste Processing Facility design, construction, and initial operations (Parsons Infrastructure and Technology Group); and
- Glass Waste Storage Building II construction (The Krog Corporation).

III. PACKAGING OF CLEANUP ACTIVITIES

Proposed Work Packages:

DOE is studying acquisition strategy alternatives which may be driven, in part, by various work packaging and contracting approaches aimed at increased technical and cost efficiencies, as well as the potential for multiple awards and more participation by small businesses. Any strategy must not diminish current levels of worker safety; site and community environmental, safety and health considerations; and community involvement.

Work Scope Definition/Maturity

Some of the work scope has reached a level of maturity that raises the question of whether some of the clearly severable projects might be more efficiently and cost effectively accomplished by firms with specific expertise in those project areas, but may not have the capacity for the totality of SRS mission areas. A key consideration in the analysis is whether the work scope can be defined in such a manner as to specify deliverables and/or end states with minimal expected change during the contract period.

Risk

SR must consider several key components of risk in developing an acquisition strategy for the site, including:

- Performance Risk: Can the work scope be performed by a contractor with minimal drivers/enablers from separate site contractors or government entities (i.e., total system/task responsibility)?
- Technical Risk: Is the applied or available technology sufficiently developed to perform the work scope without a significant amount of research and development and associated uncertainty?
- Regulatory Risk: Is significant interface with the Regulator(s) required to define or perform the work scope or has the majority of the regulatory risk been removed by the completion of regulatory agreements currently or soon to be in place?

An assessment of the work scope maturity and the various components of risk may then help package the work into groups that lead to use of the most effective type of contract. These work groupings may be characterized as:

- Work that is potentially “stand-alone,” for example, SRNL.
- Work that is reasonably well defined in terms of the deliverables/end state and will be completed (or come to a logical interim completion point) by the end of the proposed contract period. Such work should have a fairly high degree of certainty and low risk as defined above.
- Work that is broadly defined in terms of programmatic objectives, may support various programs, or is established on an annual basis as a result of external events or technological achievements. This grouping includes work scope that is clearly defined long term in nature but with changing priorities and funding challenges as well as work that is currently not very well defined, early in its developmental stage, and has a greater level of risk.

- Work typically described as "Infrastructure" which includes traditional crosscutting activities, which support the site physical and administrative infrastructure. The specific activities are grouped in areas including utilities, infrastructure, maintenance, transportation, support services, General & Administrative, and Essential Site Services. This work is totally driven by other activities or work scope.

The above breakdown is notional at this point and subject to change based on discussions resulting from this RFI as well as further analysis of the individual work packages by DOE. For instance, it may be determined that there is greater opportunity to break out additional work to achieve the acquisition objectives. Also, at this point, the solicitation and award of the entire work scope in a single contract is not excluded.

IV. PROPOSED AREAS FOR DISCUSSION AT INFORMATION EXCHANGES

In order to provide structure for the one-on-one meetings, DOE has identified specific questions to stimulate the discussions. DOE will thoughtfully consider all input, will not attribute the input received to any one participant, and will protect any business sensitive information.

Discussion Questions:

- Work Packages: The RFI seeks to identify alternative work package grouping and contracting strategies and the level of interest in competing for each potential grouping. What are your views regarding the severability of work scope into discrete work packages and your ability to manage your risks during contract performance? What contracting strategies do you propose DOE consider to manage this risk? What are your views on the overall sequence of work, and intermediate and final end-points?

- Options for Management of the SRNL: DOE is considering transitioning SRNL from an SR infrastructure asset to a programmatically independent entity within the life of the proposed contract(s). This approach MAY require the offeror to develop innovative marketing and contracting strategies to achieve the broadened mission described in section II while providing essential laboratory services for DOE customers on a direct cost reimbursable basis. What are the critical elements and obstacles of such a transition? What type of entities/organizations would be suitable to operate the SRNL.

- Infrastructure Allocation: Currently overhead costs are allocated based on consumption where measurable (e.g., utilities). Otherwise these costs are allocated in ratio to project budget lines. Any reduction/elimination of funding results in increased allocation share for the remaining work areas. What challenges would arise from the distribution/allocation of infrastructure services and cost from a single contract to multiple prime contracts on the site? What are alternative solutions?

- Contract Integration: A multiple contract strategy may present cost and schedule advantages. However, such an approach may also present integration challenges among multiple prime contractors What are the key integration challenges and what approaches could be employed to address these challenges?

- Performance Risk: What are your views regarding how to appropriately identify, allocate, and balance risk between DOE and the contractor? How can DOE improve its identification and quantification of performance risk, i.e., technical, regulatory, schedule and financial risk? What are your views to quantify risk for activities that may have limited information and/or regulatory basis?
- Cost Containment and Funding Variability: What possible strategies may be employed to mitigate the impacts of variable annual funding? What alternative cost containment approaches may be viable over the new contract term?
- Incentives: What are your views regarding contract incentive strategies to direct an appropriate level of priority to accelerated cleanup, efficient laboratory operations, and effective defense/nonproliferation program operations at the site while maximizing safe and efficient work performance for various contracting options?
- Competition and Small Business Participation: How can DOE improve competition? What strategies can be employed to increase the participation of small businesses? What procurement information can be provided to improve realistic contract pricing to enhance competition?

V. ADDITIONAL INFORMATION

SRS INFORMATIONAL BRIEFINGS

DOE will provide the industry briefings July 6, 2005, from 1:00 p.m. to 5:00 p.m. at the Aiken Technical College, Aiken, South Carolina. Interested companies are requested to contact Scott D. Stephenson via the DOE E-Center web site at http://doe-iips.pr.doe.gov/ as soon as possible but not later than June 30, 2005. Instructions for the website are provided in the Note below.

Please submit via the DOE E-Center ("Guest Question") the company name and identification of attendees including the company point of contact for registration, phone number and email address. Interested companies are requested to limit their participation to 5 persons in the interest of space limitations.

There will be no question and answer period during the presentations. However, as part of the informational briefing, DOE will provide responses to relevant general questions received by June 30, 2005. These questions may be offered via the aforementioned website. Please identify a point of contact for the questions and include a telephone number, along with an email address, in the event clarifications are required. In the event questions arise during the presentation, they may be submitted to the DOE website wherein the questions and responses will be posted as soon as practical.

PRE-SOLICITATION EXCHANGES:

The pre-solicitation exchanges are anticipated to begin on July 18, 2005, in Washington DC.

Interested companies, e.g. potential prime contractors, and significant subcontractors may register for the Pre-Solicitation Exchanges by submitting registration information to Scott Stephenson via the DOE E-Center website at http://doe-iips.pr.doe.gov/. Interested companies with common interests are encouraged to team where appropriate to participate in the exchanges. In order to submit the registration information, please register with the DOE E-Center and obtain a user account. Submit the registration information that follows as a question to the RFI that will be considered "Private." The response given to the registration information will be a "Private" response. (Do not submit registration in the "Guest Question" area. Submitting registration by the "Guest Question" functionality will result in a public display of the information and a public response.) To facilitate the registration, please submit the following information on the DOE E-Center as previously described:

- Company or Organization Name
- State where incorporated
- DUNS Number
- Indicate specific identification of each Project Baseline Summary (PBS) your team is interested in participating in (online bidders' library will provide PBS descriptions
- Name of Point of Contact (POC)
- Title of POC
- POC mailing address
- POC telephone number
- POC fax number
- POC email address

A supplemental package containing specific scheduling information and logistics relevant to the pre-solicitation exchanges will be provided to each participating company via the DOE E-Center. Provide any specific relevant issues or questions of interest to your team which you would like included at the pre solicitation exchange.

NOTE: All electronic communications including registration information for the Industry Briefing and pre-solicitation exchanges will be conducted through the DOE E-Center at http://doe-iips.pr.doe.gov/. Any emails submitted in response to this RFI will receive a reply stating that the DOE E-Center is the accepted method of communications for RFI responses.

General instructions for DOE E-Center can be found in the online E-Center user's manual, Section IV, ACCESSING THE DOE INDUSTRY INTERACTIVE PROCUREMENT SYSTEM. To access the user's manual, click on the Help button on the main menu selection and scroll down the screen to the User Guide section. The manual is available in Adobe Acrobat PDF format and Microsoft Word. The DOE E-Center has help-desk support by calling 1-800-683-0751.

Once the registration for the pre-solicitation exchanges has been posted to the DOE E-Center, a private response will be given through the DOE E-Center giving the date and time scheduled for the pre-solicitation exchange. The documents posted to the online bidders' library have been identified as publicly releasable. Additional documents that have been determined to be Official Use Only (OUO) or that contain Unclassified Controlled Nuclear Information (UCNI) must be requested by the interested party. The requestor must be cleared by DOE and certifications submitted by the requestor. Instructions for receiving the clearance are posted on the bidders library.

Any clarifications regarding the aforementioned instructions can be obtained by calling Scott Stephenson at (803) 952-9298.